

STAFF CULTURE RUBRIC

Principal's Knowledge of Staff	<ul style="list-style-type: none"> • I know each teacher's closest colleague/confidante on staff • I know the most frustrating part of each teacher's day • I know how each teacher is currently feeling about his/her work • I know what motivates each teacher to do his/her job well • I have a reasonable degree of confidence in my sense of the state of staff morale and culture at my school • I have indicators/pulse points at my school that would tell me if I knew something was awry in terms of staff morale and culture • I have the ear of staff/coaches in the locker room • I know where the highest and lowest morale currently exists • I know any existing interpersonal issues that need to be monitored or addressed
Leader Tone	<ul style="list-style-type: none"> • Leaders are always upbeat, motivational, and inspiring • Leaders empower, respects, and invests in teachers • Leaders narrate the positive student behaviors (rather than calling out the negative) and use praise, challenge and aspiration to motivate the students • Leaders are pervasively present throughout the school and only are in their office and in meetings as absolutely necessary • Leaders seem to have set an overall vision for the school with the school's mission and goals clearly stated and publicly posted • Leaders seem to pitch in whenever and wherever there is a need • Leaders celebrate real and meaningful progress and results, large or small • Leaders embrace feedback from throughout the organization
Teacher Tone	<ul style="list-style-type: none"> • Teachers are upbeat, positive, motivated, and inspiring in the classroom • Teachers narrate the positive student behaviors (rather than calling out the negative) and use praise, challenge and aspiration to motivate the students • Classroom doors are open and teachers appear positive and welcoming and not surprised to see observers and visitors
School Tone/ General Atmosphere	<ul style="list-style-type: none"> • Staff members appear happy to stop and talk in the hallways and other common spaces • Body language is positive • There is the right amount of general school traffic and interactions within the school • The school feels like it's working as a team of school-teachers vs. individual classroom teachers

Principal-Teacher Communication	<ul style="list-style-type: none"> • Professional, respectful, and authentic showing genuine interest and care for the teacher as a person vs. employee • Appears to find the balance between being direct and useful without being micromanaging and tangential • There is the right mix of and tone in communication over email, individually, and in small and large groups • Teachers feel their opinions seem to count • Teachers seem to have the right amount of autonomy to make them feel like they are valued individuals • Principal inspires, empowers, respects, and invests in teachers • Principal can cite the last public praise of each teacher • Principal can cite the last private praise of each teacher • Principal can cite the last private critique of each teacher
Staff-Staff Communication	<ul style="list-style-type: none"> • Teachers appear to talk to one another about professional and personal issues • Teachers seem to know one another both as professional colleagues as well as individuals • Interactions between teachers are professional, positive, and constructive
Teacher Office/Staff Workroom/ Common Workspace	<ul style="list-style-type: none"> • Teachers are smiling, focused, and seem positive about their work • The door is open and the office feels welcoming, neat, attractive, decorated, and clutter-free • There's a nice 'buzz' in the office with friendly, personal and professional chit-chat and conversation (and an absence of whispering) • The school has stocked the space with the right supplies (e.g., utensils, snacks, paper cutter, etc.) • School leaders periodically stop by to make themselves visible and chit-chat with staff on a personal and professional level
Staff Culture-Building Events	<ul style="list-style-type: none"> • Some kind of Culture Tracker is in place, being used, and updated as appropriate with an appropriate amount of events and traditions • Events and traditions are warm, thoughtful, frequent, and joyful • Events and traditions (as well as new ideas) are staff-driven as much as they are school-driven • There seems to be evidence of and value placed upon the niceties of working in a warm, professional, and high-achieving working environment

Individual/Staff/ PD Meetings	<ul style="list-style-type: none"> • Meetings start and end on time and teachers arrive promptly • Teachers appear prepped and prepared for the meeting • Teachers are engaged in the topic and participatory in asking and answering questions • Body language is positive • The tone of the meeting is consistently urgent, respectful, professional, and warm • There is the right 'buzz' before, during, and after the meeting has begun and ended • There is the right ratio of leader talk to teacher talk • Teachers appear to find the topics and information covered useful, appropriate, and helpful in making them better informed, better aligned, and/or better teachers • Leader is positive, motivational, and inspiring
School Systems and Policies	<ul style="list-style-type: none"> • School systems and policies exist for important student achievement or organizational cultural reasons and not merely for the sake of inertia or efficiency • Systems and policies are sensible and purposeful and introduced, reviewed, and monitored with professionalism
Staff Survey Results (as written)	<ul style="list-style-type: none"> • My Principal/Co-Director seems to care about me as a person. • My Instructional Leader meets with me at least 2-3 times/month to give me feedback on my instruction, plan for the upcoming week, or do a general check-in. • My Operations Leader is responsive and helpful. • I am comfortable going to my School Leader(s) to raise concerns. • There is a collegial atmosphere among the faculty at the school. • Staff morale at the school is positive. • My Principal/Co-Director regularly recognizes and praises good teacher/staff work.